CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF THE FACULTY COUNCIL MEETING
HELD
FRIDAY, MAY 26, 1995

Present: M. Anvari, Chair
A. Ahmad (Fina.), A. Arsenault (CASA), D. Ballou (DS&MIS), J.-P. Brunet (Mana.),R. Crawford (Mana.), D. Doreen (DS&MIS), C. Foster (Registrar's), M. Gero (CASA), Z. Gidengil (Mktg.), S. Goyal (DS&MIS), J. Hall (Mana.), S. Hoffman (Lib.), A. B. Ibrahim (Mana.), A. Jalilvand (Fina.), R. Kapoor (Acco.), V. H. Kirpalani (Mktg.), L. Kryzanowski (Fina.), R. A. Long (Acco.), S. Lorber (CASA), G. Martin (Comp.Sci.), R. Molz (Mana), D. Morin (Assoc. Dean), J. McIntosh (Econ.), K. Norman (CASA), R. J. Oppenheimer (Mana.), F. Rashkovan (Mana.), J. A. Rosenblatt (Assoc. Dean), A. Saks (Mana.), M. Thakor (Mktg.), D. Scolamiero (CASA), A. Taylor (CASA), T. J. Tomberlin (Assoc. Dean), P. Varson (Fina.), M. Veloso (CASA) M. Zakko (CASA)

Absent with Regrets: S. Alvi, B. Prince, D. Srinivasan

I **Call to order**
The meeting was called to order at 09:05.

II **Closed meeting**
There were no items for a closed meeting.

III **Open meeting**

IV **Approval of Agenda - CAFC-95-06A**
IT WAS MOVED BY J. HALL AND SECONDED BY J.-P. BRUNET THAT FACULTY COUNCIL APPROVE THE AGENDA, CAFC-95-06A, AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

V **Approval of Minutes of Previous Meeting - CAFC-95-05M**
The Chair announced that the he minutes of the Faculty Council meeting held Friday., May 19, 1995 would be ready for the next meeting of Faculty Council.

VI **Chair's Remarks and Question Period**

The Chair welcomed the incoming CASA representatives. He noted that since the Senate meeting began at 1:00 p.m. he would omit his remarks to expedite the meeting.

There were no questions for the Chair.

VII **Faculty Council Elections**

There were no elections.

VIII **Business Arising from Previous Meeting**

1. **Recommendations of the Teaching Awards Committee - CAFC-95-05A-01**

IT WAS MOVED BY A. AHMAD AND SECONDED BY J. HALL THAT FACULTY COUNCIL ADOPT THE RECOMMENDATIONS OF THE FACULTY TEACHING COMMITTEE FOR THE FACULTY OF COMMERCE AND ADMINISTRATION DISTINGUISHED TEACHING AWARDS AS ARTICULATED IN DOCUMENT CAFC-95-05A-01.

D. Morin described several difficulties encountered by the committee in processing the awards for 1995 and highlighted the recommendations proposed by the committee to resolve the problems identified.

It was noted that many of the best teachers were unwilling to participate because they perceived the selection process to be a political process and they objected to the need for making an application and the preparation of a specialized dossier It was pointed out that preparation of the teaching dossier, although arduous the first time, became easy to update and was a valuable investment . All faculty members were encouraged to submit or re-submit their dossiers if nominated next year. D. Morin confirmed that letters would be issued to all faculty who had been nominated after the approval of the winners by Faculty Council and Senate agreed to the suggestion that the nomination process include both the graduate and undergraduate level courses to eliminate the perception of exclusion expressed by some faculty members who teach at the graduate level. As a point of clarification, she advised that although 109 nominations were received only 45 of the 52 professors who had been nominated were eligible of which only 7 full-time faculty and 6 part-time faculty submitted their teaching dossiers.

It was suggested that the process might be best handled by the students as was the case at Queen's and H.E.C. to dispel any sense that the award was a political achievement. It was commented that there were

two student -governed awards already established at Concordia and that consideration be given to providing the winners with monetary rewards to promote participation as was the practice in some universities.

THE MOTION WAS CARRIED UNANIMOUSLY.

2. **MBA Revision Task Force Report May 10, 1995 - CAFC-95-05A-03**

Since this was not an item requiring a motion for approval, it was agreed that the report would be discussed for a period of fifteen minutes and the comments of Council members would be considered by the Task Force. It was noted that the formal recommendation for the reconstitution of the MBA Committee, a sub-committee of Faculty Council, would be returned for Council's approval along with the proposed composition and mandate at a later date. In addition , the formal calendar revisions, detailing the courses etc. to reduce the total credit requirements for the programme, would need the sanction of Council while the resource implications would be considered as part of the Faculty Planning and Budget Committee proposal.

It was suggested that the report include the identification of the major factors that would increase or have tended to decrease the competitiveness of the programme. With regard to the proposal for a core MBA faculty, concern was expressed about the potential for divisiveness in the Faculty by the creation of an elite group of faculty during a period of scarce resources. With regard to increasing the influence of the programme director, the importance of a sense of collegiality among the programme directors and the department Chairs was stressed. It was suggested that the AMBA Report to Faculty Council be referred to as a model for quantifying the resources proposed. With regard to recommendation 4, it was emphasized that the programme required a decision-making programme director capable of championing the programme in a world of privatized business schools.

The Chair of the Task Force, R. J. Oppenheimer, explained that the intent of the Task Force was to make the programme more valuable to the students. Based on the student enrolment being one-third full-time and two-thirds part-time and a survey conducted by the Task Force, the major strengths identified were the flexibility and the general management thrust of the programme. With regard to the time frame for implementation, he advised that the goal was to bring the curriculum and programme credit revision to the September meeting of Faculty Council. With regard to the core MBA faculty, he explained that the intention was

to develop a group that would champion the programme. As a point of clarification, he stated that the implementation of the proposed recommendations were only one step in the process of continual change to ensure a competitive position in the marketplace.

It was suggested that the core faculty be reduced to a more manageable size and that the authority of the programme director encompass a direct impact in faculty recruitment and curriculum development. It was proposed that the York University study group concept be considered.

It was suggested that the identification of concentration options be the next step in the process. The notion of a core faculty to champion the programme was questioned. It was indicated that it was the responsibility of all faculty to champion the programmes of the Faculty. With regard to the competition, it was suggested that the committee examine the McGill Continuing Education model which takes advantage of government monies offered to industry for staff training by providing one-year graduate programmes which facilitate the entrance of successful students into the MBA programme.The members of the Task Force were commended for their efforts.

3. **Notice of Motion regarding the FC&A Capital Budget for 1995 - 1996**

The following resolution was moved by R. A. Long and seconded by M. Ibrahim:

WHEREAS THE FACULTY OF COMMERCE AND ADMINISTRATION HAS SIGNIFICANT IDENTIFIABLE NEEDS FOR CAPITAL EXPENDITURES FOR 1995 - 1996 BUT HAS RECEIVED ONLY THE MINOR ALLOCATION OF $82,000 IN THE PROVISIONAL CAPITAL BUDGET, FACULTY COUNCIL REQUESTS DEAN ANVARI TO MAKE A FORMAL REQUEST FOR A MORE REALISTIC ALLOCATION TO THE FACULTY OF COMMERCE AND ADMINISTRATION FOR 1995 - 1996 AND

WHEREAS THE OTHER THREE FACULTIES HAVE RECEIVED ALLOCATIONS RANGING FROM $246,000 TO $391,500, THIS REQUEST SHOULD BE FOR A FAIR INCREASE FROM THE INITIAL $82,000 TO $350,000.

It was suggested that to ensure consistency with the Faculty Budget and Planning report that the requested amount be reduced to $325,000. After a brief discussion the mover and the seconder agreed to amend the

requested amount to $325,000.

THE MOTION WAS CARRIED (26 IN FAVOUR, 0 OPPOSED, 2 ABSTENTIONS- G. Martin)

IX **Report: Commerce Undergraduate Curriculum Committee**

D. Morin announced that new admissions were down by 150 from September 1995. She stressed the importance of Faculty recruitment efforts and thanked the CASA students for their invaluable assistance.

With regard to the curriculum she advised that meetings for all faculty would be held prior to the September Council meeting when the approval for the implementation of the revision of the core curriculum would be sought. The first meeting would take place on June 21st. The purpose of the meetings would be to open communications about the proposed core curriculum revisions. She reported that the committee had identified the skills that students would develop in the course of their studies such as communication skills, teamwork skills including leadership skills and the ability to gather and analyze data to be applied to real world problem-solving. She advised that the committee has also designed new courses to address the current lack of integration in the courses offered. Consultation with the Chairs, Programme Directors and all faculty will continue throughout the summer about the proposed revisions would continue throughout the summer. The Chair encouraged faculty participation at the curriculum information meetings.

With regard to enrolment concerns, it was suggested that enrolment statistics be provided annually at the September Faculty Council meeting by each Programme Director. With regard to the curriculum report, it was suggested that a draft copy be circulated to every faculty member who would either attend the scheduled meetings or send in their written comments. With regard to recruitment, it was suggested that a list of the recruitment volunteers or designates be publicized to attract more participation in this critical activity. It was proposed that an enhanced student advising plan to complement the curriculum revision plan be included in the report. D. Morin welcomed the notion of additional participation at the scheduled orientation meetings and proposed that the schedule be sent to all faculty.

X **Report: Graduate Programmes, Research and Programme Evaluation**

T. J. Tomberlin reported that the Faculty had not yet established departmental and Faculty ethics committees related to research involving human subjects. According to the mandate a human subject was described as any human being that provided raw data, for example anyone who responded to a survey. He

noted that the mandate of the University committee responsible for the review of all externally and internally funded research has been broadened to include all non-funded research conducted by faculty members, all student theses and research papers and all research involving human subjects that occurs within a course. He advised that the Faculty Research Committee would recommend to Council in September that they fulfil this mandate rather than striking another committee. A revised mandate of the Faculty Research Committee would be provided at that time, however, until the formal approval of Council was granted, the Faculty Research Committee would act as an interim body.

He advised that the practice of disregarding the expiry date for internal grants would be abolished since the case for more funding was difficult to make given the outstanding balances in research accounts. Once the accounts were closed the grants would then be awarded to faculty members who would use them within a specified period of time. He reported that the Faculty Research Committee has recommended that faculty members holding outstanding grants be advised to either spend the money or justify why the grant should remain open. In the event the faculty member chose not to take either option, the grant would be closed and returned to the general research fund for Faculty distribution. It has also been recommended that grants be opened for a one-year period with an extension of one-year upon request. M.Sc. And thesis grants would expire after one year unless the Faculty Research Committee viewed a case as being exceptional.

It was commented that the inclusion of individuals responding to surveys was an example of bureaucracy running amok. T. J. Tomberlin explained that SSHRC had established the guidelines noting that a simplified method of dealing with these cases has been developed. It was proposed that the Faculty negotiate this mandate with SSHRC.It was proposed that faculty members be recognized for completing their research projects as opposed to obtaining and spending the research monies. It was pointed out that certain disciplines needed more time to complete their research projects.

XI **Report: External Affairs and Executive Programmes**
There was no report.

XII **Reports from Faculty Representatives on University Committees**

1. **University Senate** - There was nothing to report.

2. **Arts and Science Faculty Council** - There was no report.

3. **Senate Academic Planning and Priorities Committee**
The Chair reported that the draft provisional budget was considered at

the last meeting.

4. **Senate Academic Programmes Committee** - There was no report.

5. **Senate Research Committee** - There was no report.

6. **Senate Academic Services Committee** - There was no report.

7. **University Library Committee** - There was no report.

8. **Undergraduate Scholarships and Awards Sub-committee**
There was no report.

9. **Sub-Committee on Academic Computer Policy**
There was no report.

10. **Computer Resources Committee** - There was no report.

11. **Board of Governors** - There was no report.

12. **Council of Graduate Studies** - There was no report.

XIII **Reports from Student Associations**

1. **C.A.S.A. Report** - There was no report.

2. **C.G.S.A. Report**

S. Lorber announced that the new computers had arrived.

XIV **New Business**

1. **Faculty Planning and Budget Committee Report - CAFC-06A-01**

IT WAS MOVED BY J. A. ROSENBLATT AND SECONDED BY V. H. KIRPALANI THAT FACULTY COUNCIL ADOPT THE PLAN CONTAINED IN THE FACULTY PLANNING AND BUDGET COMMITTEE REPORT - CAFC-06A-01 TO BE FORWARDED TO THE SENATE ACADEMIC PLANNING AND PRIORITIES COMMITTEE.

J. Rosenblatt described the process of the development the Faculty priorities summarized on page 11 of the report . With regard to the budget process, he explained that approximately $750K was to be cut from the Faculty's $14.5M budget which, with the exception of the $600K operating budget, was designated to salaries. He advised that due to the income derived from the Faculty's revenue generating programmes, the

Faculty was also responsible for a $200K transfer of funds to the University budget. He explained that since the Faculty salary budget has not provided for the Faculty full-time LTAs and ETAs, the practice has been to pay these salaries from the monies made available either by not filling vacated positions or by full-time tenured faculty taking leaves without pay. The same method has been practiced for supplementing the part-time faculty salary budget and non-personnel items. He stated that the intent of the Faculty was to question this method which, from an administrative viewpoint, encouraged the Faculty to grant extended leaves of absence without pay a system which prevents the Faculty from achieving the mission of recruiting, retaining and educating employable students because of the corrosion of the core faculty.

With regard to physical resources he advised that the University was prepared to acknowledge the current classroom limitations and respond to our needs. With regard to the Loyola Campus operation, he advised that several factors such as the University's unwillingness to invest further in the Centennial building, the absence of a student support system at Loyola, the institution of the paperless office project which cannot be implemented at Loyola, the declining enrolments at Loyola and the lack of graduate course offerings at Loyola, would lead to the unification of the Faculty on the Sir George Williams Campus.

J. Rosenblatt described the numerous advantages to obtaining AACSB accreditation in terms of the marketability of the Faculty programmes. With regard to the estimated cost of $100K, he explained that the Faculty would propose that this initiative be financed from the University's provisional budget which provided over $1M for incentives for one time investments that clearly indicate that they can lead to increased enrolment and potential retention of students. With regard to improving student services, he noted that the critical issue was the lack of retention in the undergraduate programme where 500 - 700 students per year experienced academic difficulty, the main cause of withdrawal. With regard to the enrolment crisis, he advised that the Faculty proposed to ask for $100K to produce recruitment materials particularly aimed at the Francophone market and to finance the mentors and student advisors, that would be necessary to attract and retain Francophone students. As to the graduate programme needs, he advised that a one-time $100K incentive investment would be requested to update student computer facilities at the graduate and undergraduate levels and an additional one-time $100K incentive investment be proposed to establish a graduate placement office.

It was clarified that courses would continue to be offered on the Loyola Campus and space allocation for professor/student meetings would be expected. It was suggested that cost recovery programmes be explored for the mentoring and remedial aid programmes as well as the student placement service proposal. With regard to the physical facilities, it was suggested that a move to larger class size would jeopardize recruitment efforts, that an investment be made to train faculty to teach large classes and that classroom technology be implemented with caution. It was pointed out the large classes were already a reality in the Faculty and that the intention was to ensure an improvement in the delivery of the product . It was commented that the absence of student services on the Loyola Campus could have a negative effect on student retention.

In response to a question about the criteria for AACSB accreditation, T. J. Tomberlin advised that AACSB has become more flexible in terms of the curriculum content and course requirements. The committee was commended for its efforts particularly the proposals for AACSB accreditation and recruitment from the Francophone community.

THE MOTION WAS CARRIED (26 IN FAVOUR, 0 OPPOSED, 2 ABSTENTIONS).

2. **Executive Development Annual Report - CAFC-06A-1**

IT WAS MOVED BY J.-P. BRUNET AND SECONDED BY J. A. ROSENBLATT THAT H. COLAS BE GIVEN SPEAKING PRIVILEGES FOR THIS PORTION OF THE MEETING.

THE MOTION WAS CARRIED UNANIMOUSLY.

IT WAS MOVED BY M. IBRAHIM AND SECONDED BY A. JALILVAND THAT FACULTY COUNCIL RECEIVE THE EXECUTIVE DEVELOPMENT PROGRAMMES ANNUAL REPORT.

H. Colas highlighted the achievements of the programme reporting a $75K net profit for 1994-95. He advised that the profits for 1995-96 would be approximately $100K. He explained that the profits were due to close scrutiny of the operating budget, the gradual withdrawal from the liaison with the Boston group and careful selection of seminar topics and seminar instructors to accommodate the Francophone market.

With regard to a question about the feasibility of maintaining a programme with a 5% - 7% rate of profit, it was explained that the programme expenses included a $13,400 space rental payable directly

to the University. It was also noted that the Commerce faculty members were gaining experience and exposure to the community, along with the financial benefits, from their participation and that the promotional value of the programme, with a registration of approximately 1,000 executives per year from Montreal and the vicinity, was incalculable. It was pointed out that the actual return on sales for 1994-95 was closer to 8% which was excellent in the training field. Members of Council extended a vote of thanks to H. Colas.

THE MOTION WAS CARRIED UNANIMOUSLY

XV **Other Business**

1. **Summer Quorum**

IT WAS MOVED BY J. HALL AND SECONDED BY A. JALILVAND THAT FACULTY COUNCIL APPROVE A SUMMER QUORUM OF ONE-THIRD OF THE FACULTY COUNCIL MEMBERSHIP.

THE MOTION WAS CARRIED UNANIMOUSLY.

2. **Faculty Council Composition for 1995-96**

IT WAS MOVED BY J.-P. BRUNET AND SECONDED BY J. HALL THAT FACULTY COUNCIL REQUEST THE DEPARTMENTS OF MECHANICAL ENGINEERING AND COMPUTER SCIENCE TO DELEGATE A REPRESENTATIVE TO THE 1995-96 FACULTY COUNCIL MEMBERSHIP.

It was proposed that the Department of Modern Languages would be a beneficial liaison in terms of language support for the Faculty's international goals.

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY A. JALILVAND THAT THE MOTION BE AMENDED TO REQUEST REPRESENTATION FROM THE DEPARTMENTS OF COMPUTER SCIENCE AND MODERN LANGUAGES.

THE MOVER AND THE SECONDER ACCEPTED THE AMENDMENT.

THE MOTION WAS CARRIED (24 IN FAVOUR, 1 OPPOSED, 1 ABSTENTION).

IT WAS MOVED BY A. AHMAD AND SECONDED BY J. HALL THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED UNANIMOUSLY.

XVI **Next meeting**

The next regular meeting of Faculty Council will take place in September 1995 at 09:00 in room GM403-2. The 1995-96 schedule of Faculty Council meetings will be distributed at the end of July 1995.